

photographs, cartoons, advertisements, and newspaper clippings to illustrate his point that major inventions are rarely used for the purpose anticipated by their creators and quoted from Marshall McLuhan: "Whoever discovered water, it wasn't a fish."

Technology *enables* change, Saffo asserted; it is the cultural response to the technology that *drives* the change. Giving examples from the past, he wondered aloud with the audience, "How are we misinterpreting the future of information technology?" He referred to today's developments as "electronic incunabula" and suggested we must all learn to live with a constant state of incompleteness, an ever-evolving concept of things. He closed by citing his own concept of "information surfing," or learning to be selective about information. One is successful at this if one no longer feels guilty about all the books and articles one has begun, skimmed, and never finished!

Planning panelist Ed Wall (Pierian Press) addressed the group on Sunday afternoon on the topic of environmental monitoring. Suggesting that it is absolutely necessary to keep ahead of progress, to keep abreast of enabling developments, to keep updated on issues with an impact on planning, and to maintain the lead time needed for decision-makers to become champions of our objectives, he handed out a list of literally hundreds of organizations whose work is having an effect on the information environment and thus, potentially, on libraries.

JoAn Segal's "Doing the Planning" segment gave participants some nitty-gritty advice on how to go about a planning process. She told the audience, "we *must* change," supported planning as necessary and beneficial, described a model planning process, asked those present to make a commitment to take the first step in planning on their return home, and announced a major planning activity by ACRL's College Libraries Section in conjunction with the Office of Management Serv-

ices of the Association of Research Libraries.

On Monday morning, the group heard from a panel of their peers on staffing aspects to be considered in planning. Michael Kathman, Ann de Klerk, Richard Werking, and Suanne Muehlner identified key topics. Kathman asserted that library schools could not possibly carry out all the training needed by librarians, and advised that on-the-job training and staff development activities are of prime importance (he ventured that we might compare the 15% requirement for equipment maintenance with the need for staff development). Werking cited the work of several recent ACRL task forces in drawing a picture of future public service staffing needs, mentioning new formats, translocal collections, user expectations, and added responsibilities. He compared staff growth in liberal arts college libraries over a twenty-year period, showing a total increase of about 25%, but slowed increases between 1977 and 1987, with a zero increase in nonlibrarians during that period. He also compared job requirements as found in classified ads of 1978 and 1989, looking at criteria such as the second master's degree (little change) and suggesting possible reasons for this. For instance, the person who has had an unsuccessful career experience in another field and has made a career change may not be a more valuable librarian than one who is committed to librarianship *per se*.

Muehlner concentrated on job broadening in her presentation. She described some changes made in staffing patterns in her library that have encouraged librarians to take research project leave, have brought them closer to strict faculty comparability in length of contract, and have concentrated professional work on student interaction.

At a business meeting, members of the group agreed to hold their next meeting at Rollins College in late February 1991, to design a statistical survey, to afford non-directors at their libraries the opportunity to meet together, and to consider criteria for membership in the group. ■ ■

ACRL executive summary

Fall came to Chicago very gently this year. Many groups held meetings around the country in which ACRL members and staff participated. Much agitation surrounded LC's threat to license the MARC database in a restrictive fashion. Although a moratorium was declared, the issues will need to be openly debated; a start will be made at Midwinter at the ALCTS forum on Saturday afternoon.

Many of ACRL's chapters met in October. Three sites hosted visits from the ACRL Speakers Bureau: the Oregon/Washington joint meeting was

addressed by Bill Moffett, who also went to Louisiana; and the Georgia Chapter speaker was JoAn Segal.

Copies of three ACRL standards: for university libraries, college libraries, and two-year institutions, were mailed to all members of the Council on Postsecondary Accreditation.

The H. W. Wilson-funded study on Alternative Sources of Funding for Academic Libraries began with a meeting of the Advisory Committee, chaired by Anne Beaubien, at which the group worked with

project director Mary Jo Lynch to develop a questionnaire. It is hoped the study will yield a document to parallel "Non-tax Sources of Revenue for Public Libraries," which was released earlier this year as a result of an earlier Wilson-funded project.

Liaison efforts included visits by President Bill Moffett to the meetings of EDUCOM in Ann Arbor and the Association of Research Libraries in Washington, D.C., as well as by Moffett and Segal to the Oberlin Group meeting at the Claremont, Whittier, and Occidental campuses in Southern California.

Financial reports for the year ended August 31, 1989, showed higher revenues than budgeted (mostly due to the Cincinnati Conference success) and an excess revenue for the year of \$149,000. This brings the fund balance back above its basic

level, as frequently happens in the year of the national conference. Although a deficit is projected in the 1990 operating budget, it is expected that this "cushion" will allow us to end the year with the fund balance at the level mandated (50% of average annual expenses). Membership was up by 6.3% to 10,739 (9,587 personal and 1,152 organizational members).

President-elect candidates Anne Beaubien and Maxine Reneker visited headquarters October 6 to meet the staff and be briefed on association affairs. Other visitors included Mike Kathman, Planning Committee chair. Pat Swanson, Professional Education Committee chair, hosted a visit from Segal in nearby Hyde Park.—*JoAn S. Segal, ACRL Executive Director.*



Middle States Association makes a commitment to BI

At a recent meeting for chairs of evaluation teams and for librarians serving as site visitors, Howard Simmons, executive director of the Commission on Higher Education of the Middle States Association of Colleges and Schools, made a strongly-stated commitment to assuring diversity and highlighting the role of libraries through the accreditation process.

The meeting, held on September 14, 1989, in Philadelphia, opened with a general session involving the two groups who were convening that day: chairs of evaluation teams and library directors, plus the Commission on Higher Education of Middle States. Simmons set the tone for the meeting by indicating his serious intent to pursue certain new directions, including diversity and library user education. He defined diversity as extending to staffing, faculty, curriculum, and students and gave examples of what he considered evidence of diversity. He cited the MSA Commission on Higher Education and staff itself as one such example, then introduced senior staff members for presentations on their programs.

Emphasis is being placed on such matters as the "teaching/learning environment"—consideration of the total institutional impact on student learning, including off-campus facilities, libraries, faculty attitudes, and other signs that this is a dynamic, interactive process. Outcomes assessment was addressed; although underlining the principle that each institution is unique and must derive its own measures, both qualitative and quantitative, he pledged MSA's commitment to such assessment and expressed a concern that, if the institutions do not dedicate themselves to the task, someone else

will impose less acceptable criteria. Need for planning was also highlighted.

Diversity and equity were defined in an expanded fashion. One feature is a curriculum that encompasses the nontraditional and non-Western cultures and works by women. Another is the creation of a comfortable environment, where all community members have the opportunity to express themselves and to find a group of people with whom they can identify or among whom they can find role models, is of high value. Tools such as exhibits and special events were mentioned that raise consciousness and develop respect for women and minorities.

This was a very exciting environment; a no-nonsense commitment to diversity and equity was clearly broadcast. Equally exciting for librarians was Simmons' stand on bibliographic instruction. He announced that the revised *Characteristics of Excellence*, which constitute the criteria for accreditation, includes the statement that a program of bibliographic instruction is mandatory and that he is dedicated to enforcing this requirement. Simmons' familiarity with libraries reflects his student library assistant days; his description of how he unlocked the mystery of how to use the library and shared his knowledge with others was significant. His awareness of the problem that faculty members do not themselves use or understand libraries was manifest; he urged the librarians to infiltrate the faculty; and to use their participation on accrediting teams to go outside the library to talk to faculty and students about their library and its services, to examine syllabi, course outlines, samples of student work, and curriculum planning